

SMALL BUSINESS

EXCHANGE NORTHEAST

Voice of Small, Emerging, Diversity-Owned Businesses Since 1984



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Small Business Exchange Celebrates Thirty Years, Expands Northeast Services



Your partner in building bridges to opportunity

If you are a small business looking for opportunities, or a prime or agency seeking small businesses, the Small Business Exchange has the resources you need to succeed. For thirty years, Small Business Exchange has been connecting small, minority-, woman-, disadvantaged-, and disabled veteran-owned businesses with buyers of goods and services.

Small Business Exchange, founded in 1984, is a DBE/MBE/SBE company owned and operated by Gerald W. Johnson and his wife, Valerie Voorhies. The San Francisco-based company works nationally, and has long provided strong and successful diversity outreach services in the Northeast.

Today, the Small Business Exchange is expanding its capacities in this region, with staff in New York and publications designed to benefit Northeast businesses and agencies.

For three decades, SBE has assisted the growth of a generation of diverse businesses. SBE is widely recognized as a leader in providing diversity outreach and subcontracting opportunities nationwide. How can you benefit?

Small Businesses Can

- "Be discovered" as potential partners
- Access upcoming bid information and pending contracts
- Receive valuable and timely bidding resource information and assistance, through various forms of communication
- Gain strategic regional knowledge and encouragement for business growth
- Enjoy the same advertising and high impact marketing benefits enjoyed by large companies at a fraction of the cost

Prime Contractors Can

- Capitalize on SBE's industry-leading, award-winning, systematic outreach plan to identify qualified small businesses
- Benefit from targeted access to the largest non-public diversity database in the nation, with over 1.6 million businesses
- Secure a proven team of professionals to review bid requirements and provide the resources needed to assure compliance

■ **Continued on page 8**

High-Speed Rail Arriving or Departing in the Northeast?

By Leslie McMillan

Full throttle on a fast track seemed to be the pace in 2009, when the Administration announced a bold strategic plan to transform American transportation by creating high-speed rail lines along as many as ten identified corridors around the country. Benefits were to include reducing dependence on foreign oil, promoting new economic development, lowering carbon emissions, and giving travelers more options.

What the interstate highway system was to national advancement in the late 20th Century, high-speed rail would be in the early 21st Century.

Funding was dedicated to two kinds of projects: construction of new high-speed rail lines on the world-class level of Europe and Japan; and enhancement of train speed capacity on existing rail systems. The \$8 billion appropriation provided in the American Recovery and Reinvestment Act of 2009 (ARRA) was regarded as a momentous down payment on a breakthrough commitment to transportation progress.

The populous and train-friendly Northeast, with its surprising expanses of rural countryside linking dense metropolitan areas, has long been well positioned for both types of projects designated in 2009 for federal funding. Of the ten major corridors identified for potential new construction of dedicated high-speed rail projects, three touch the Northeast: Empire State, Northern New England, and Keystone.

Moreover, the nation's only existing higher-speed rail service—Amtrak's Acela Express from Washington to Boston—is structurally and practically situated for potential capacity upgrades.

In 2010, Amtrak rolled out its dramatic plan to construct new lines along its busy Northeast Corridor route, enabling high-speed trains to perform without the impediment of slower freight and passenger trains all using the same tracks. On paper, and by popular assumption, Amtrak's Northeast project seemed nearly shovel-ready.

But in the national competition for attention and funding during a period of economic uncertainty, California was already on the move. In 2008, its voters had approved a bond issue of nearly \$10 billion to commence development of a \$68 billion high-speed rail system between Los Angeles and San Francisco. Regional commitment attracted federal participation, and soon California was granted more than \$3 billion of the initial \$8 billion ARRA appropriation. So far, available federal funds have been spread thinly among 145 projects in 32 states.

Northeast rail passengers traverse the busiest routes and stations in the nation, yet greater commitment to high-speed rail in this region has been—in a phrase familiar to riders—experiencing delays.

Meanwhile, the California model has not always been encouraging. Several controversial decisions, combined with escalating costs and diminishing speed and ridership estimates, have led to reduced public

■ **Continued on page 8**



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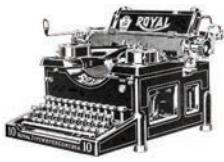
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Advancing the Dream

I HAVE A DREAM
MARTIN LUTHER KING, JR.



The Publisher

It's prudent for businesspeople to size up the people they might decide to do business with. Valerie and I want you to know who we are.

We started Small Business Exchange in San Francisco in 1984 and have grown from there.

For the last several years, we've done outreach on behalf of some prime contractors in the Northeast. Our staff and we have personally telephoned thousands of small businesses after faxing, emailing, and mailing bid invitations for major public infrastructure projects.

These phone calls are key to our good faith efforts to involve Disadvantaged Business Enterprises (DBEs), MBEs, WBEs, DVBEs, and other small businesses in the work. Phoning also gives us a sense of the people who receive our messages through impersonal technology.

We've gained an impression of hard-working people taking the risks of small business ownership to support themselves and their families. Some operate out of their homes. Others rent space in Manhattan office buildings. Some have their own warehouses in industrial parks. Some secure places to park their dump trucks.

In the days after Hurricane Sandy, we sympathized with people seriously affected by the storm. We hope they're recovering, and that the cities are rebuilding with work and supplies provided by small businesses.

Some small businesses say they have too much work, and that's good. Would they consider growing their businesses?

Others sometimes feel discouraged by the time and effort required to sub-bid on publicly funded projects that haven't yet been awarded to the prime contractor. Some feel overwhelmed by TOO much email and fax traffic.

Some long-time small business owners are surprised to get personal follow-up calls and to learn of the work of Small Business Exchange in the West and in New Orleans. Others, frankly, are cynical about "good fake efforts."

We want to know more about your needs and ideas, to know how our newspaper, daily eNews, database capacities, and other services can work for your business.

Maybe you want to know more about us. That's why we allowed one of our Northeast editors to write our profile for the inaugural edition.

Let us know if you'd like to talk business.

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AWARDS

US Department of Commerce

Minority Business Development Agency
Minority Media Cornerstone Award

Northern California

Bay Area Contract Compliance Officers
Champions of Diversity, Recognizing
25 Years of Service

Southern California

Black Business Association
Outstanding Entrepreneur
Los Angeles Mayor's Advisory Board
Outstanding Achievement as a
Vendor/Supplier
National Association of Minority Contractors
Minority Business Advocate of the Year

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From the Back of the Bus to Market Street, Suite 1000

By Marie Sheahan Brown

Ten years before Rosa Parks made history in her calm, determined, tired way, Gerald W. Johnson refused to obey the "Coloreds Behind This Sign" law on a New Orleans city bus. In 1945, he had just finished overseas duty with the United States Navy where, despite discriminatory policies, black and white sailors gained mutual respect serving shoulder to shoulder. Gerald had had enough of segregation in his hometown.

The bus driver threatened to call the police at the next stop. Young Gerald, perhaps imprudently, retorted, "You can call yo' momma. I ain't sittin' behind no sign."

Gerald and his companion got off at the next stop and disappeared deftly into the New Orleans crowd.

Hearing of this, his large extended family took up a collection. They presented it as a gift, pleasantly suggesting that Gerald seek his fortune in San Francisco. Only years later did a relative reveal that they weren't raising money just to be nice. They truly feared for Gerald's safety in New Orleans after the bus incident.

Gerald settled in the Fillmore District of San Francisco. In this beautiful city of hills, ocean, bay, and bridges, he dove into nearly 70 years (and counting) of hard work and social-justice activism enlivened by his love of good food and libations; good company and conversation; good music and dancing; and lasting connections with his family, several of whom had also moved to San Francisco. People of any race or religion sat at his dining room table, and still do today, feasting for hours on Gerald's home-cooked New Orleans classics.

Having learned from his parents, Arthur and Wilhelmina, the strong work ethic, creativity, embrace of risk along with freedom—attributes of entrepreneurs—Gerald took up carpentry, sold recycled auto bumpers, and later started a landscaping business. Besides working for customers, he set about improving his new home city. Treeless San Francisco sidewalks looked naked to one accustomed to luxuriant tree-lined streets in New Orleans. He started planting trees for all to enjoy.

He soon noticed that many San Francisco businesses and agencies, while not practicing the overt segregation entrenched in the South, nevertheless failed (by prejudice, cronyism, or ignorance?) to offer fair business opportunities for blacks, Asians, and other minorities.

In the Fillmore District, where many blacks lived and shopped, no stores hired black employees in the mid-1940s. Gerald thought this ought to be known. He organized his first picket line. Eventually, Fillmore stores started hiring blacks.



Central Tower
703 Market Street

white woman, she refused to sleep in a segregated "white" dormitory—no matter the warned-of consequences to her nursing career. Wilma's anti-racism and necessary courage would imprint her daughters.

Wilma moved to Redding for a nursing job, where she met her future husband. Their two daughters attended Catholic schools. Valerie earned her bachelor of arts at Holy Names College in Oakland, California. Later, she earned a master's degree in philosophy, *summa cum laude*, at The Catholic University of America in Washington, DC. Following in her mother's steps, Valerie embraced Democratic Party ideals, volunteering in more than one presidential campaign.

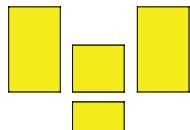
After college, preferring city energy to the more relaxed pace in her hometown, Valerie moved to San Francisco in 1969 and taught at

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NORTHEAST OFFICE
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Sub-Bid Requests



Pulaski Skyway Contract 4
Deck Replacement
New Jersey DOT Contract 4, No: 051123260
Bid Date: February 27, 2014

INVITATION TO BID

Yonkers Contracting Company is soliciting cost proposals from certified SBE Subcontractors and Suppliers for: Contract 4 Pulaski Skyway Deck Replacement, Route 1 and 9, Jersey City and Newark.

Project will replace existing bridge deck of northern half-mile of northbound lanes and all of southbound lanes. Project also includes milling and paving, lighting, balustrade replacement, drainage connections, and overhead sign structures.

Interested and qualified firms please contact T. Maniscalco, Yonkers Procurement Department @ tmaniscalco@yonkerscontractingco.com or call 914 965-1500 X 302

Yonkers Contracting Company is an EEO/AAP Employer



A Very Big Company

An Enormous Bridge Contract 7
Complete Renovation
State DOT Contract 7, No: 1234567
Bid Date: April 1, 2014

INVITATION TO BID

Sub-Bids Requested From Qualified DBE, MBE, WBE, SBE Subcontractors and Suppliers

DBE/MBE/WBE/SBE Goal: 20%
Subcontractor Quote Due March 29, 2014

A Very Big Company is interested in soliciting in Good Faith all subcontractors as well as certified D/M/W/SBE companies for this project. All interested subcontractors, please indicate all lower tier D/M/W/SBE participation offered on your quotation, to be evaluated with your price. A typical ad will include any other text A Very Big Company normally provides. Often the advertisement text is quite similar to that in the Invitation to Bid sent directly to qualified DBEs, MBEs, WBEs, SBEs, and other certified subcontractors. To any Northeast prime contractor wondering about the effectiveness of these advertisements in SBE's newspapers mailed to targeted audiences: Please consider that in each 16-page weekly issue of Small Business Exchange's California newspaper, more than a dozen prime contractors regularly place one or more Sub-Bid Request Advertisements in our print editions. SBE advertisements give them reach and results.

Quotes requested for contractors, suppliers, and service providers include, but are not limited to:

Subcontracting: Asbestos Removal/Remediation, Bridge Construction, Many Other Trades Starting with Letters B through H, Landscaping/Streetscaping, Very Many Other Trades Starting with Letters L through P, Rebar Installation, Roadway Construction, Signage, Signals, A Bunch More Trades Starting with Letter S, Utilities, Water Treatment and Disposal, Striping, Work Zone Traffic Control, Whew!

Vendors: Asphalt, Concrete, Fencing, Structural Steel, Many Other Bridge Ingredients

Services: Air Quality, Archeology, Janitorial Services and Supplies, Office/Yard Rentals, Parking, Jobsite Security, Seismic, Snow Removal (Yes, Be Prepared for Possible Blizzards), Sound Monitoring, Sweeping

Trucking: Flatbed Trucking, Hauling, Material Off-Haul, Recognizing That Only In New York Can One Find A Recycling Plant Large Enough to Recycle the Enormous Bridge; However, If They Can Make It In New York, They Can Make It Anywhere (Even In Rhode Island?)

Instructions for Bidders: For information on Plans and Specs and/or to receive an Invitation to Bid, please submit your information to J.Greengiant@AVBC.com. Plans and Specs are also available at several locations throughout New York.

Subcontracting Requirements: A Very Big Company's insurance and other requirements are complicated, which is why Small Business Exchange asks advertisers to provide exact wording. The primes usually insist on this, too.

Interested and Qualified Firms Please Contact
A Very Big Company
Jill Greengiant, Estimating Department
123 Skyscraper Avenue, New York, NY 12345
J.Greengiant@AVBC.com • 212-345-6789 x1011

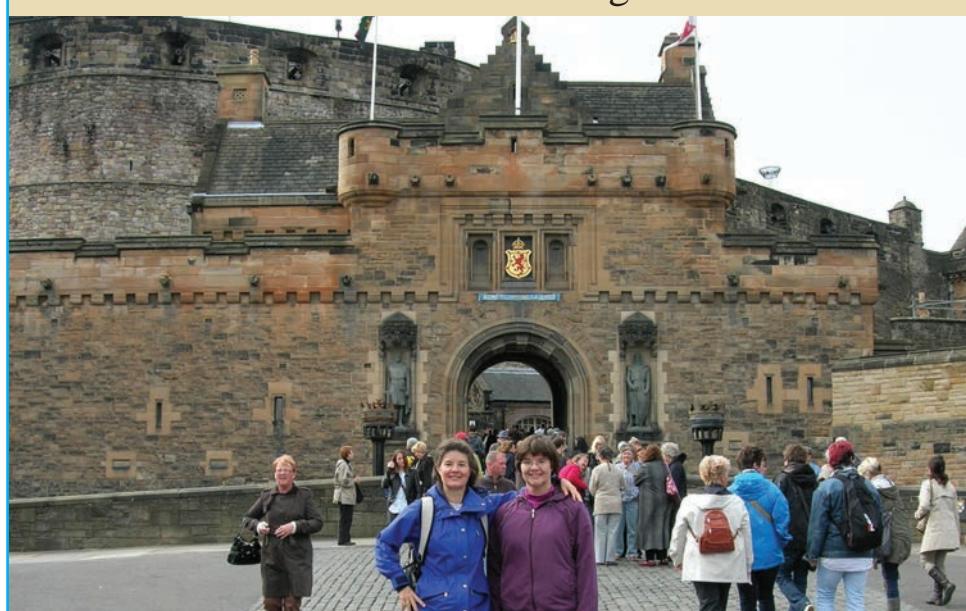
A Very Big Company is an Equal Opportunity Employer

SMALL BUSINESS EXCHANGE NORTHEAST

Advertise with Small Business Exchange Northeast, utilizing SBE's **targeted distribution** to reach the DBEs, SBEs, DVBEs, MBEs, WBEs, and OBEs that match the trades and goods you need.
800-800-8534 • www.sbenortheast.com



Meet Your Small Business Exchange Northeast Editors



Leslie McMillan (purple jacket) and Marie Sheahan Brown (blue jacket) learned to value careful carpentry while watching their father's every move at his workbench as he added extra rooms to his growing family's forest cabin.

They also appreciate extraordinary public infrastructure projects such as Edinburgh Castle and the Brooklyn Bridge.

And, starting at age eight working for their parents' weekly newspaper, they have always engaged in some aspect of publishing during their assorted careers.

When Gerald Johnson and his wife and business partner, Valerie Voorhies, were brainstorming ideas for Small Business Exchange Northeast, the identical twins offered mildly, "We can do that."



Contracting Opportunities

For bids nationwide, please visit our corporate website direct link:
http://www.sbeinc.com/database/bid_database/

These are samples of bid opportunities from federal, state, or local jurisdictions in four categories: construction, architectural/engineering, business services, or commodities. All are available in electronic format. (See Subscription Form on page 12.)

NORTHEAST LOCATIONS

CONNECTICUT

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

Respond By: 03/17/14

Ref #: SPM8E314R0008

Pre-Bid Conf:

NAICS: 339999

License Req:

Description: Available through electronic services

Owner: US Defense Logistics Agency, DLA Acquisition Locations

Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

REPLACEMENT OF BRIDGE NUMBERS 02728 AND 02729

Location: Route 163 over Fox Brook, Montville, Connecticut

Respond By: 02/13/14

Ref #: 85-138/139

Pre-Bid Conf:

NAICS:

License Req:

Description: Available through electronic services

Owner: Connecticut Department of Transportation

Contact: DOTContracts, 860-594-3390, fx860-594-3378, dotcontracts@ct.gov, www.ct.gov/dot

ROOF REPLACEMENT

MAINE

Location: Craig Brook National Fish Hatchery, Hancock County, Maine

Respond By: 03/06/2014

Ref #: F14PS00140

Pre-Bid Conf:

NAICS: 238160

License Req:

Description: Available through electronic services

Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA

Contact: Christal Cutler, Christal_Cutler@fws.gov

BRIDGE PAINTING

Location: C.A. Clauson Northbound and Southbound, Interstate 95 Fairfield-Benton Town line over the Kennebec River, Maine

Respond By: 02/12/2014

Ref #: 020481.00 and 020492.00

Pre-Bid Conf:

NAICS:

License Req:

Description: Available through electronic services

Owner: Maine Department of Transportation

Contact: Diane Barnes, 207-624-3503

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

Respond By: 03/17/14

Ref #: SPM8E314R0008

Pre-Bid Conf:

NAICS: 339999

MASSACHUSETTS

LICENSE REQ:

Description: Available through electronic services

Owner: US Defense Logistics Agency, DLA Acquisition Locations

Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

REMOVAL OF REINFORCED CONCRETE WALL SECTIONS AND CONCRETE APRON REPLACEMENT

Location: North Attleboro National Fish Hatchery, Bristol County, Massachusetts

Respond By:

Ref #: F14PS00143

Pre-Bid Conf:

NAICS: 238110

License Req:

Description: Available through electronic services

Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA

Contact: Christal Cutler, Christal_Cutler@fws.gov

ROADWAY RECONSTRUCTION AND RELATED WORK (Including Rehabilitation of Bridge No. S-16-010)

Location: On a section of Route 103 (Wilbur Avenue), Massachusetts

Respond By: 02/11/14

Ref #: 605963

Pre-Bid Conf:

NAICS:

License Req:

Description: Available through electronic services

Owner: Massachusetts Department of Transportation

Contact: Not listed; see <http://www.massdot.state.ma.us/highway/Main.aspx> and links

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

Respond By: 03/17/14

Ref #: SPM8E314R0008

Pre-Bid Conf:

NAICS: 339999

License Req:

Description: Available through electronic services

Owner: US Defense Logistics Agency, DLA Acquisition Locations

Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

NEW HAMPSHIRE

WATER WELL MAINTENANCE

Location: Nashua National Fish Hatchery, Nashua, New Hampshire

Respond By: 02/25/14

Ref #: F14PS00068

Pre-Bid Conf:

NAICS: 237110

License Req:

Description: Available through electronic services

Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA

Contact: Christopher Murphy, Chris_Murphy@fws.gov

MEDIAN BOX BEAM GUARDRAIL AND W-BEAM GUARDRAIL REPLACEMENT

Location: Along NH 16 (Spaulding Turnpike), Portsmouth, New Hampshire

Respond By: 02/13/14

Ref #: 23782

Pre-Bid Conf:

NAICS:

License Req:

Description: Available through electronic services

Owner: New Hampshire Department of Transportation

Contact: David Smith, DSSmith@dot.state.nh.us

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont

Respond By: 03/17/14

Ref #: SPM8E314R0008

Pre-Bid Conf:

NAICS: 339999

License Req:

Description: Available through electronic services

Owner: US Defense Logistics Agency, DLA Acquisition Locations

Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, fx215-737-4045, diane.neff@dla.mil

NEW JERSEY

PEDESTRIAN BRIDGE CONSTRUCTION

Location: Wallkill National Wildlife Refuge, Sussex County, New Jersey

Respond By: 03/06/2014

Ref #: F14PS00139

Pre-Bid Conf:

NAICS: 237310

License Req:

Description: Available through electronic services

Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA

Contact: Christal Cutler, Christal_Cutler@fws.gov

DESIGN AND INSTALL RESIDENTIAL SEPTIC SYSTEM

Location: Great Swamp National Wildlife Refuge, Somerset County, New Jersey

Respond By:

Ref #: F14PS00141

Pre-Bid Conf:

NAICS: 238910

License Req:

Description: Available through electronic services

Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA

Contact: Christal Cutler, Christal_Cutler@fws.gov

DESIGN AND INSTALL SEPTIC SYSTEM AT VISITORS CONTACT STATION

Location: Cape May National Wildlife Refuge, Cape May County, New Jersey

Respond By:

Ref #: F14PS00142

Pre-Bid Conf:

NAICS: 238910

License Req:

Description: Available through electronic services

Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA

Contact: Christal Cutler, Christal_Cutler@fws.gov

NEW YORK

WASHER AND DRYER LEASE

Location: South Bronx Job Corps Center, New York

Respond By: 02/04/2014

Ref #: SBJC14-03

Pre-Bid Conf:

NAICS: 611619

License Req:

Description: Available through electronic services

Owner: US Department



Contracting Opportunities

NORTHEAST LOCATIONS

NEW YORK

BRIDGE REPLACEMENT (COMPOSITE GIRDER)

Location: US Route 11 over I-87 in Champlain, New York
Respond By: 03/06/14
Ref #: D262533, PIN 7720.79, FA Proj L1G0-7720-793
Pre-Bid Conf:
NAICS: Varied
License Req:
Description: Available through electronic services
Owner: New York State Department of Transportation
Contact: Maria Tamarkin, 518-457-8403

STEEL REPAIRS TO EIGHT DAMAGED/DETERIORATED BRIDGES, REPLACEMENT OF FOUR SIGN STRUCTURES

Location: Various mileposts in various counties, New York
Respond By: 02/12/14
Ref #: TANY 14-12B/D214218
Pre-Bid Conf:
NAICS: Varied
License Req:
Description: Available through electronic services
Owner: New York State Thruway Authority
Contact: <http://www.thruway.ny.gov/business/contractors/plansales/index.shtml>

INSTALL NEW HALF TIE RAIL FASTENING SYSTEM

Location: Atlantic Branch Tunnel, Long Island, New York
Respond By: 02/14/14
Ref #: Contract No. 6158
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) Long Island Rail Road
Contact: Darlene Bolanos, 718-725-2622, dfbolan@lrr.org

RENTAL OFFICE AND RELATED SPACE

Location: Buffalo, New York
Respond By: 02/15/14
Ref #: 2NY0639
Pre-Bid Conf:
NAICS: 531120
License Req:
Description: Available through electronic services
Owner: US General Services Administration, Public Buildings Service
Contact: Yarden Drimmer, 212-328-4220, fx212-328-4240; Yarden.Drimmer@na.uglilimited.com; Elaine C. Moniri, 202-742-2463, Elaine.Moniri@na.uglilimited.com

SUPPLY FIBER OPTIC CABLES

Location: Various, north of New York City, New York
Respond By: 02/11/14
Ref #: 9228-A
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) Metro-North Railroad
Contact: James E. Butler, 212-340-3334, jbutler@mn4.org

INDEPENDENT ENGINEERING SERVICES

Location: MTA Headquarters, New York City, New York
Respond By: 02/14/14
Ref #: 13053 (RFP)
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) Headquarters
Contact: Tjuana Simpson, bscvprocsol@mtabsc.org

CONSTRUCTION OF 400-MEMBER ARMY RESERVE CENTER FACILITY

Location: Bullville, New York
Respond By: 03/11/14
Ref #: W912QR-14-R-0025
Pre-Bid Conf:
NAICS: 236220
License Req:
Description: Available through electronic services
Owner: US Department of the Army, US Army Corps of Engineers
Contact: Tom Dickert, 502-315-6177, tom.e.dickert@usace.army.mil

COMPONENT REHABILITATION OF NINE BRIDGES

Location: Boroughs of Manhattan, Queens, and Staten Island, New York
Respond By: 02/26/14
Ref #: Pin # 84113MBBR675 (HBCR01C)
Pre-Bid Conf: Optional, 01/30/14 at 11:00 a.m.
NAICS:
License Req:
Description: Available through electronic services
Owner: The New York City Department of Transportation, Division of Bridges
Contact: Rezaul Karim, 212-839-4874

FURNISH, DELIVER, AND INSTALL ANIMAL RACKS

Location: Advanced Science Research Center, City College of New York Science Center, New York
Respond By: 02/12/14
Ref #: 09-512
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Dormitory Authority of the State of New York
Contact: Donna L. Halpin, Purchasing@DASNY.org

PURCHASE OF TWO (2) VACUUM TRAINS

Location: NYCT Westchester Yard, Bronx, New York
Respond By: 03/07/14
Ref #: 0000072052
Pre-Bid Conf: 02/06/14 at 10:00 a.m.
NAICS:
License Req:
Description: Available through electronic services
Owner: Metropolitan Transit Authority (MTA) New York City Transit
Contact: Parthiv Jani, 646-252-6576

SCIENCE LAB UPGRADE

Location: Bread and Roses Integrated Arts High School, Manhattan, New York
Respond By: 02/11/14
Ref #: 14-15277D
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: New York City School Construction Authority
Contact: Aguilar, 718-472-8641

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, [fx215-737-4045, diane.neff@dla.mil](mailto:diane.neff@dla.mil)

RHODE ISLAND

HIGH HAZARD INTERSECTION (SOUTH) SHORT TERM IMPROVEMENTS

Location: Not specified, New Hampshire
Respond By: 02/14/14
Ref #: 2014-CT-104
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Rhode Island Department of Transportation
Contact: Nathan Shapiro, nathan.shapiro@dot.ri.gov

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, [fx215-737-4045, diane.neff@dla.mil](mailto:diane.neff@dla.mil)

VERMONT

INSTALLATION OF TRAFFIC SIGNAL EQUIPMENT

Location: Waterbury NHG SGNL (43), Vermont Route 100 east of US Route 2, Vermont
Respond By: 02/14/14
Ref #:

Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: Vermont Agency of Transportation
Contact: Office of Contract Administration, 802-828-2641

MAINTENANCE, REPAIR, AND OPERATION SUPPLIES

Location: Various locations in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont
Respond By: 03/17/14
Ref #: SPM8E314R0008
Pre-Bid Conf:
NAICS: 339999
License Req:
Description: Available through electronic services
Owner: US Defense Logistics Agency, DLA Acquisition Locations
Contact: Kenya M. Booker, 215-737-5446, kenya.booker@dla.mil; Diane Neff, 215-737-2722, [fx215-737-4045, diane.neff@dla.mil](mailto:diane.neff@dla.mil)

VARIOUS STATES / NEARBY

PURCHASE PROGRAM FOR SALMON PRODUCTS

Location: Various in US
Respond By: 01/16/2015
Ref #: AG-LFSH-PS-14-0002
Pre-Bid Conf:
NAICS: 311710
License Req:
Description: Available through electronic services
Owner: US Department of Agriculture
Contact: Chyra Lewis, 202-260-8256, Chyra.Lewis@ams.usda.gov; Greta Samuel, 202-720-6592, Greta.Samuel@ams.usda.gov

ENTERPRISE-WIDE LICENSE RENEWALS FOR 7 HIS-CERA INFO SERVICES AND NEW LICENSES FOR 5 NEW SERVICES

Location: Various in US
Respond By: 02/04/2014
Ref #: DE-SOL-0006531
Pre-Bid Conf:
NAICS:
License Req:
Description: Available through electronic services
Owner: US Department of Energy
Contact: Timothy W. Jackson, Energy Information Administration, US Department of Energy, Forrestal Building #1000, Independence Avenue SW, Washington DC 20585

WOOD WINDOW RESTORATION ON HISTORIC RESIDENCE

Location: Patuxent National Fish and Wildlife Refuge, Prince Georges County, Maryland
Respond By: 03/06/2014
Ref #: F14PS00136
Pre-Bid Conf:
NAICS: 562910
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Cristal Cutler, Christal_Cutler@fws.gov

FURNACE REPLACEMENT

Location: Patuxent National Fish and Wildlife Refuge, Prince Georges County, Maryland
Respond By: 03/06/2014
Ref #: F14PS00137
Pre-Bid Conf:
NAICS: 238220
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Cristal Cutler, Christal_Cutler@fws.gov

ROOF REPLACEMENT

Location: Allegheny National Fish Hatchery, Warren County, Pennsylvania
Respond By: 03/06/2014
Ref #: F14PS00138
Pre-Bid Conf:
NAICS: 238160
License Req:
Description: Available through electronic services
Owner: US Department of the Interior, Fish and Wildlife Service, Hadley, MA
Contact: Cristal Cutler, Christal_Cutler@fws.gov

OFF-SITE INSRIPTION OF GOVERNMENT FURNISHED MARBLE NICHE COVERS

Location: (Offsite) Camp Nelson National Cemetery, Nicholasville, Kentucky
Respond By: 02/06/14
Ref #: VA786-14-R-0074
Pre-Bid Conf:
NAICS: 327991
License Req:
Description: Available through electronic services
Owner: US Department of Veterans Affairs, National Cemetery Administration Centralized Contracting Division
Contact: Donna Cooper, 540-658-7227, donna.cooper3@va.gov

DRY DOCK AND REPAIR NEW YORK DISTRICT DRIFT COLLECTION VESSEL, DRIFTMASTER

Location: Any facility within 125 nautical miles of Caven Point Terminal, Jersey City, New Jersey
Respond By: 03/11/14
Ref #: W912BU-14-B-0005
Pre-Bid Conf:
NAICS: 336611
License Req:
Description: Available through electronic services
Owner: US Department of the Army, US Army Corps of Engineers
Contact: Megan M. McMullen, 215-656-6765, megan.m.mcmullen@usace.army.mil



Business Toolbox

Delegation, the Key to Growth in Your Small Business

By Odette Pollar

"If you want something done right—do it yourself." "It will take me more time to explain it to someone else, than if I do it myself." "It's faster and easier for me to do it, so I'll take care of it."

Sound familiar? Perfectionism is a common trap: feeling as though you are the only person who can work with a special client, handle a ticklish situation, or do the marketing reports. On a surface level, these are all true statements. In any single instance, it is faster to handle it yourself. To assign it requires that you clearly define the task, train the person, and commit to being available to answer questions.

However, the more you delegate, the more time you gain in the future. Lack of delegation will trap you in the role of "doing" versus "managing." Allowing others to participate in completing the work is an excellent way to provide a growth and learning opportunity. It makes their job more interesting, challenging, and fun. Delegation is not:

- Passing the buck
- Giving up control
- Refusing to make a decision by assigning it to another
- Shirking personal responsibility
- Dumping unpleasant tasks onto someone else

Delegating a job is not the same as assigning a task. When you assign a task, you are focusing on the process and on the details of how it is done. You are not giving the person any authority to make decisions. When delegating, you are concerned with the final outcome and allowing the employee to make the decisions associated with solving the problem.

By giving employees control over the process (undoubtedly they will proceed differently than the way you might have approached it), as long as the final product fits the guidelines, the project will be acceptable.

How can you tell whether you delegate often enough? Here are five questions you can ask yourself:

1. When you come back from a trip or a vacation, is the "In" basket too full?
2. When you are away from the office, is your trip shadowed by worry? Do you wonder what is going wrong in your absence?
3. Are you still handling the same activities and problems that you did before your last promotion?
4. Are you constantly interrupted with questions and requests for guidance from your staff?
5. Are you continually finding it harder to stay on top of your work because you are involved in too much routine detail?

Effective delegation requires you to:

- a) State a clear objective
- b) Determine guidelines for the project
- c) Set any limitations or constraints
- d) Grant the person the authority to carry out the assignment
- e) Set the deadline for its completion
- f) Decide the best means for the person to provide you with regular progress reports

When assigning the project, be sure that the person fully understands your requirements. Encourage questions and be prepared to make yourself available to answer any questions as they arise.

The employee must have the responsibility and accountability for completing the assignment. (The ultimate responsibility remains with you, of course.) Grant, in very clear terms, the authority to make necessary decisions and to take action to complete the assignment. This is particularly important if your employee is working with others and will need to gather information, resources, or materials.

The regular progress reports will allow you to monitor the situation and to make corrections if necessary.

The final component, and for many the most difficult aspect of delegation, is personal self-restraint. Step back, and do not hover. Allow the employee freedom.

Delegation is a powerful management tool. Every task or project successfully completed builds a greater level of confidence and allows your staff to handle more and more responsibility. Ultimately, effective delegation frees managers and owners to focus on building volume, keeping customers satisfied, and doing the creative tasks that move an organization forward.

Odette Pollar is a nationally known speaker, author, and consultant. President of the management consulting firm Smart Ways to Work, based in Oakland, California, her most recent book is Surviving Information Overload. Email Odette to share your comments, questions, and suggestions: odette@SmartWaysToWork.com.



Small Business Exchange Development Timeline

1976	Principals Gerald Johnson and Valerie Voorhies computerize the accounting functions of their building materials company with two Vector Graphic Vector 1 personal computers and Accounting Plus software.	1989	SBE purchases Apple computers and QuarkXPress publishing software to take full advantage of publishing capabilities.
1977	They put their bidding process on an EasyLink (for building materials) spreadsheet—from pre-bid to the bidding stage—with lists of planholders to whom they quoted.	1989	SBE continues to grow its business database using a Telemar database management product.
1977	Principals see a need for a systemic procedure to maintain bid information. Using IMSAI Manufacturing Corporation's FMS-80, a database package that came with the Vector PCs, they develop a database of specifications for bidding processes.	1989	SBE develops proprietary bid software, downloaded to the Apple to publish. SBE is the first company to connect Apple Macintosh computers to the AS/400. IBM later writes an article about this for its Fall 1994 issue of <i>AS/4 YOU</i> .
1984	As a leader in the Black Business Association of San Francisco and other advocacy groups, Gerald Johnson sees the need to publish bid information, offering small and minority businesses an alternative to the <i>Daily Pacific Builder</i> and <i>The Green Sheet</i> , which, because of their cost, served mainly the "old boy network."	1989	SBE develops a daily Fax-A-Bid, further closing the information gap between large and small businesses by delivering timely information each day to small businesses.
1984	Principals create Small Business Exchange (SBE) as the vehicle to carry their experience, ideas, and services to other small businesses.	1990	SBE develops proprietary business software with full outreach and telemarketing capabilities. SBE copyrights BOPS.
1985	Principals lay out the first Small Business Exchange (SBE) newspaper on their dining room table. The <i>Minority Business Exchange (MBE)</i> biweekly newspaper goes to press.	1991	SBE develops a sales order module, downloadable to the Vision accounting package resident on Macintosh.
1986	SBE purchases a multi-microcomputer (MMC) 16-user mainframe computer system with FMS-80 database, using these to develop legacy software.	1994	SBE upgrades its AS/400 to a Model 300.
1986	<i>Minority Business Exchange</i> newspaper becomes <i>Small Business Exchange</i> .	1995	SBE, with IBM, launches www.sbeinc.com , a seven-page website.
1987	In-house programmers familiar with FMS-80 software develop a bid program from SBE specifications.	1996	SBE enhances database maintenance by performing nightly area code searches and updates, keeping up with changing area codes while eliminating the need for manual maintenance.
1987	BOPS (Bid Opportunity Publishing System) is born!	1996	The <i>Small Business Exchange New Orleans</i> newspaper debuts.
1987	SBE purchases a Hewlett-Packard LaserJet printer to print bid information for clients.	1997	SBE develops an interactive website using Adobe ColdFusion for web development, enabling real-time bid and business information.
1987	SBE opens remote offices in Sacramento, Los Angeles, and Phoenix. Computers in these offices are connected to the MMC through Perle controllers.	1999	To enhance web development, SBE upgrades to an IBM Power 720, IBM's RISC (reduced instruction set computing)/UNIX-based server.
1987	Prime contractors want to reach Small Business Exchange subscribers. SBE develops a full "Sub-Bid Requests" section of the newspaper, using WordStar design software and StarJet printing software to yield display ads on the HP LaserJet.	2000	SBE devises an automated system to import business databases nationwide.
1987	SBE newspaper is published weekly to meet demand for more frequency.	2000	SBE launches a daily Email-A-Bid service.
1988	SBE is adjudicated a newspaper of general circulation.	2000	SBE centralizes operations at its corporate offices in San Francisco and offers telecommuting for employees in remote locations, dialing in through SBE's IP address.
1988	SBE incorporates public legal advertising.	2004	SBE launches www.sbeneworleans.com .
1989	SBE purchases its first IBM AS/400 (Application System/400) to integrate more fully its bid/business software.	2005	SBE publishes <i>Louisiana Business Journal</i> monthly, succeeding the weekly.
		2005	SBE launches www.sbelosangeles.com .
		2005	SBE upgrades its AS/400 to the iSeries.
		2009	SBE begins work with prime contractors and certified small businesses in New York and New Jersey.
		2014	Small Business Exchange celebrates 30 years and launches its Small Business Exchange Northeast newspaper.



Lean In or Lean Together



Small Business and Labor Cooperation

By Marie Sheahan Brown

In earlier times, and still today on nostalgic operating farms, the farmer and his cherished equine companions worked together to plow fields. Into the furrows seeds would be sown. If the weather cooperated and pests refrained, the planted fields would yield food and fiber crops for Mr. and Mrs. farmer, their family, their horses and cattle, and all who needed to work together for shared sustenance.

Well-harnessed strong plow horses would *lean in* against their horse collars when pulling the plow. The padded collars, connected to other parts of the harness, enabled the horses to push forward with mighty hindquarters into the collar rather than to pull with their shoulders. Wise farmers invested in these kinds of harnesses, enabling their partners to do their best work. And the farmers, themselves, spent long daylight hours on the plow as it drove new furrows.

A team of plow horses would *lean together* into their horse collars, easing their work and quickening it for the farmer eyeing storm clouds on the horizon. A good horse stayed the course,

pulling straight, not veering toward the barn and wearing out his plow-mates.

On shared-sustenance farms it made no sense whatsoever for a farmer to abuse his four-legged partners. Mutual wellbeing benefited all. It was senseless for horses to pull in opposing or competing directions. They would exhaust themselves, the plow would reel, fields would remain unfurrowed, lush crops could not grow, and they would face hungry winters. Much depended on farmer and horses *leaning in* and *leaning together*.

The gorgeous movie *War Horse* depicts the affectionate and loyal partnership between a boy and his strong plow horse. It also demonstrates less-desirable sides of human nature: greed, injustice, senseless brutality.

Unfortunately, some shortsighted greedy farmers treated horses badly. They would skimp on hay and oats and goad the thin tired animals beyond reason. That never worked in the long run. Meanwhile, fair-minded neighboring farmers, seeing too-pointed hipbones and accordion ribs, might intercede—in the short-term bringing their own hay to the innocent animals.

These neighbors might, in essence, create labor unions, labor laws, and safety nets for horses and

their farmers. Not only would the good farmers refuse to turn over to the greedy one any foals or horses to replenish his beleaguered stable for his miserable work; they would also chastise him to deter the maltreatment. Cold stares in the village might suffice. Neighbors with bumper crops of hay might designate a big barn into which they would haul extra bales. A neighbor who, because of injury or other mishap, had too little hay for winter, might discover anonymous bales left for his horses.

Regrettably, lazy farmers could abuse this kindness. Though capable of working long days on the plow to grow their own crops and hay, ease might lure them. They could devise ways to cheat charity. Their horses would grow fat in the barn with no work in the field. Somewhere along the way their spirits would dim. They would forget the dignity of labor.

And what of the farmer who owned no land, no horses, but sought to work hard to gain them? In fair fields, he could find decent work and just pay. He could save to buy an acre or two for marketable crops. But if the very laws meant to protect farmers and horses also barred

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From the Back of the Bus to Market Street, Suite 1000 . . .

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Saint Agnes Elementary School. She became good friends with a neighbor in her apartment building.

One day in 1972, the neighbor announced, "I must introduce you to someone." She arranged—and joined in—the meal at a nice restaurant. The immediate mutual attraction between Gerald and Valerie burgeoned into a magnetic sphere that has drawn innumerable friends, family members, and business colleagues into unique interconnections spanning decades.

It's not unusual, for example, to find at Gerald and Valerie's dining room table men and women who serve as waiters at their favorite restaurants in San Francisco or New Orleans. At the same meal one might find New Orleans jazz street musicians, construction industry leaders, artists, lawyers, foresters, post masters, teachers, Catholic priests and nuns, Baptists, Buddhists, atheists, Democrats, Republicans, independents. Included at the table by speaker-phone might be a hard-working Southern farmer's wife, a spicy New Orleans lady cab driver displaced to Dallas by Hurricane Katrina, a business colleague in Brooklyn, friends in Ireland or Mexico, and any number of family members.

Gerald and Valerie's marriage has melded into a life-long business partnership. Valerie left her teaching career to join Gerald's lumber business. Gerald would bid on lumber contracts, which involved an intricate process even in those days. Valerie invented a bid-tracking database and system to find contracts on which to bid, store, and update details of these contracts, and track the progress of their bids.

Starting in 1976, years ahead of many small business owners, Gerald and Valerie harnessed the efficiency of computers for their own accounting and bid-tracking systems. Valerie's expanding database includes public agencies, associations, prime contractors, subcontractors, suppliers, and other small businesses, all coded by industry. They continually upgraded their technology and software programs to enhance their efforts.

By the early 1980s, they had honed the bid-tracking system for their lumber business. They had also discovered that at least one major company offered similar services to small businesses—a service that Gerald and Valerie had tried but found insufficient for their needs. An idea germinated. They realized that their

system could help other small businesses to find opportunities and to grow without having to invest in expensive technology.

"Our database capacities grew as new needs presented themselves," says Valerie, who knows the system intimately.

In 1984, they created Small Business Exchange as the vehicle in which to carry their experience, ideas, and services to other small businesses. In 1985, at their multitasking dining room table, they pasted up with wax rollers the first offset-printed columns of their first Small Business Exchange newspaper.

Meanwhile, they were about to start a New Orleans-style restaurant in San Francisco. They had leased a building in a desirable location and had planned and printed the menus.

Then the paper took off. It did so because it addressed real needs and—sometimes quite literally—helped build necessary bridges. By 1984, twenty years after President Lyndon Johnson signed the Civil Rights Act of 1964, laws required government agencies and prime contractors to make good faith efforts to involve Disadvantaged Business Enterprises (DBEs) in public infrastructure and other publicly funded projects. "The first 600 client-subscriber business owners were whites who needed to reach out to DBEs," according to Gerald. "The paper was well received."

(Disadvantaged Business Enterprises can be used as an umbrella term that includes Minority Business Enterprises, Women Business Enterprises, Disabled Veteran Business Enterprises, Small Business Enterprises, and the like.)

Small Business Exchange (the newspaper and the accompanying services) built bridges among government agencies that needed work to be done; prime contractors qualified to bid on large projects; and certified DBEs able to bid on various aspects of the work as subcontractors, suppliers, or professionals such as architects or engineers. As part of its service,

Small Business Exchange (SBE) carefully documented these good faith outreach efforts.

Gerald and Valerie didn't have time for both a newspaper and a restaurant. Fortunately, another aspiring restauranteer acquired the building lease, and the Johnsons continued to serve delicious New Orleanian meals at their dining room table.

These were the days before the Internet; fax machines remained newfangled. The small business world largely relied on print, postal service, telephone, and face-to-face meetings. The Small Business Exchange newspaper provided information that small businesses didn't have time or staff to research.

In 1989, SBE started a daily Fax-A-Bid to augment the printed newspaper for subscribers.

As each new need surfaced, they improved their system and their database, connecting the entities in mutually helpful ways. "We have invested in technology to provide critically time-sensitive information," Gerald explains. "DBEs compete with the big

boys, and we want to ensure that the DBEs get accurate, timely information." SBE continually updates its nationwide database of over 1.6 million businesses with downloads and with corrections made by live call center staff who, from remote locations, can immediately update the records in our system.

In 1989, shortly after desktop computers began to transform publishing, SBE adapted to advance the dream. An IBM report highlighted SBE as the first business to use Macintoshes with IBM's AS/400 for desktop publishing.

In the 1990s, the Internet moved beyond institutional systems to the World Wide Web. Business websites became *de rigueur* for many types of businesses and agencies, including the news media. SBE launched www.sbeinc.com in 1995, making it interactive in 1997.

Starting in 1987, technology enabled SBE to open remote offices in Phoenix, Los Angeles, and Sacramento. In 2000, SBE upgraded its

technology to allow telecommuting for employees and independent contractors in remote locations. These include the webmaster, database programmer, live call center staff, freelance writers, graphic designers, and others.

An underlying goal of Gerald and Valerie has always been to promote and facilitate fairness in business opportunities so that DBE owners and employees can earn a living to support themselves, their families, and their communities. They have consistently practiced these principles themselves. They expect employees and independent contractors to do good work, and they have always hired ethnically diverse employees and independent contractors—fellow small business owners.

Small Business Exchange has served clients in the Northeastern United States since 2009. Always dreaming forward, Gerald and Valerie have sought the opportunity and means to publish a Northeast edition of Small Business Exchange, the better to serve small businesses, prime contractors, and agencies in that region.

Serendipitously, two of SBE's independent contractors, who first joined SBE in other capacities, have long publishing backgrounds. Leslie McMillan, SBE Northeast manager, and Marie Sheahan Brown, SBE Northeast bid and outreach editor, also happen to be identical twins.

Today, on the publication date of Small Business Exchange Northeast's inaugural edition, Gerald Johnson celebrates his 89th birthday with his beloved wife and business partner, Valerie Voorhies. With youthful eagerness, he will go to the office and set to work on his latest ideas for innovation and outreach. Retirement is not a word in his vocabulary.

As is their custom, they will enjoy lunch with family and friends at a favorite restaurant near the office. Later, they will ascend steep hills to their attractive townhouse overlooking San Francisco, its waterways, and its bridges.

Cheers and happy birthday, Mr. Johnson. It's been quite a near-century.

Since 1991, Marie Sheahan Brown, a multifaceted member of the Chinook Indian Nation, has relished home-cooked meals, interesting guests, and lively conversations at Gerald and Valerie's dining room table. As bid and outreach editor for Small Business Exchange Northeast, she insisted on including this profile in our inaugural edition.



News and Information

VISION for HIGH-SPEED RAIL in AMERICA



The Federal Railroad Administration announced its Vision for High-Speed Rail in America in 2009. Of the ten corridors designed for potential new construction of high-speed rail, three touch the Northeast: Empire State, Northern New England, and Keystone. Amtrak's Northeast Corridor has the only existing higher-speed rail system, and potential for upgrades.

SBE Expands Northeast Services . . .

Continued from page 1

- Obtain bid assistance to make sure that supplier diversity goals and contract requirements are adhered to
- Receive accurate and timely computer generated documentation detailing the entire outreach effort
- Place sub-bid request advertisements in SBE trade and focus publications, including the SBE Northeast newspaper

Public Agencies Can

- Work with SBE outreach specialists to build capacity
- Equip Northeast economic development professionals with effective community wealth-building tools
- Identify at-risk businesses, predict the impact of these risks, mitigate the risks, and retain businesses
- Communicate effectively with businesses through SBE resources and publications

Together We Can

The team at Small Business Exchange would like to be your partner in building bridges to opportunity. For small businesses, prime contractors, and public agencies, we have the experience, the expertise, and the system in place to provide the highest standard of performance, effectiveness, and documentation.

During our thirty years of service, a vital asset has been our proprietary database, which we are constantly upgrading and expanding. Our clients benefit from targeted access to the largest non-public diversity database in the nation, with over 1.6 million businesses.

This diversity B2B database includes both certified small, minority-, woman-, disadvantaged-, and disabled veteran-owned businesses, and businesses that are potentially certifiable. For initial access to explore our B2B database, click the B2B link on our corporate office website, www.sbeinc.com.

We look forward to partnering with you!

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With over 1.6 million businesses in our active database, SBE sets the professional standard for diversity outreach across the nation.

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to download the latest national
SBE Newspaper and SBE Daily



High-Speed Rail Northeast . . .

Continued from page 1

support and court rulings that would block the release of bond funds. On Friday, January 24, of this year, state officials urgently petitioned the California Supreme Court to overturn the lower court rulings, stating that they "thwart the intent of the voters and the Legislature to finance the construction of high-speed rail, and do so in a manner that has implications for other important infrastructure projects."

Also on January 24, however, Amtrak and the California High-Speed Rail Authority together issued a request for proposals to build modern, state-of-the-art high-speed trainsets. Retooling the perceived East-West competition to be a common cause benefitting both, a joint statement said, "The trainsets are essential to meeting Amtrak's critical short-term need to expand the capacity of its current Northeast Corridor (NEC) high-speed service and meeting the long-term operational needs of both Amtrak and the Authority."

For the Northeast Corridor, Amtrak is requesting up to 28 high-speed trainsets with 400 to 450 seats each, which can meet or exceed current Acela Express times on the existing rail lines from Washington to New York and Boston.

Friday's joint statement added, "A goal of the procurement is to identify whether established high-speed rail equipment manufacturers have service-proven designs that can meet both the short-term needs of Amtrak and the long-term operational needs of the Authority and Amtrak with little or no modification. It is also hoped that the joint procurement of equipment with a large degree of commonality will result in lower unit acquisition and life cycle costs for both Amtrak and the Authority, while helping expand the US role in high-speed rail equipment manufacturing."

Driving the proverbial golden spike as East met West, Joseph Szabo, Federal Railroad Administrator, said, "Combining orders between Amtrak and the California High-Speed Rail Authority will generate economies of scale and make it more attractive for high-speed rail manufacturers to build factories here in the USA, bringing new high-quality jobs and creating ripple effects throughout our domestic supply chain. The end result means the riding public will have lighter, faster, more energy efficient passenger rail service."

Only current manufacturers of high-speed rail equipment that has been in operation for at least two years will be eligible to submit a bid. Proposals are due May 17, and a builder is expected to be selected by the end of 2014.

But in Congress, serious and ongoing fiscal concerns have brought nearly to a halt any additional funding for the grand high-speed rail plan that rolled out, festooned with virtual bunting and banners, in 2009. The economy still lacks vitality, the growing federal deficits make budget battles more grim, the low-impact distribution of ARRA funds has been unimpressive to many, and the California high-speed rail project has negative momentum.

The \$1.1 trillion federal spending bill for 2014, passed by Congress and signed by President Obama on January 17, nullified future federal allocations for high-speed rail (although it did modestly increase funding for regular Amtrak operations).

Furthermore, California Congressman Jeff Denham, who serves as Chairman of the House Transportation and Infrastructure Subcommittee on Railroads, Pipelines, and Hazardous Materials, introduced a bill on January 16 that if enacted would suspend federal funding for the California high-speed rail project until enough non-federal funds are available. Recall that California courts are presently blocking the release of state bond monies for the project.

Congressman Denham remarked, "As I noted in yesterday's hearing, this legislation is about priorities. It's about ensuring that federal dollars are being spent wisely and that the failure of the California High-Speed Rail Authority to secure adequate state and private money does not put federal funds at risk for other critical state needs, such as infrastructure, water and education, from the state of California."

If the initial focus had been directed more toward the potential Northeast high-speed rail corridors, would the results have given greater impetus, on many levels, to the whole vision? "If I can make it there, I'll make it anywhere." Is there still a place and time to make the case?

One organization mobilized for that purpose is the US High-Speed Rail Association (USHSR), whose stated mission is "to build widespread public, business, and political support for a major investment in a national high-speed rail network."

The non-profit trade association is chartered to bring members and supporters of the industry together to advance "a shared vision for a 21st century, 17,000 mile national high-speed rail system built in phases for completion by 2030."

Regularly hosting conferences and events, USHSR has a heavy agenda for its 2014 summit, scheduled for February 25 to 27 in Washington, DC.

Timely summit topics will include Politics of High-Speed Rail, Amtrak Projects and Procurement, Appropriations and Rail Funding, Ongoing Federal Support for High-Speed Rail, High-Speed Rail Investment, Bringing High-Speed Rail to America, Technology of High-Speed Rail, and Financing High-Speed Rail with Private Capital.

The 2014 summit's featured speakers will be Karen Hedlund, Deputy Administrator of the Federal Railroad Administration, Congresswoman Sheila Jackson Lee of Texas, and Congressman Henry Cuellar, also of Texas.

For better or for worse, today high-speed rail is a topic of discussion not only in corporate offices, industry conferences, and government hearings, but also in the national media—thus drawing the attention of We the People, whose participation at every stage of the process is indispensable to its viability.

For Northerners, riding the rails is a way of life—the speed, convenience, and price of which is ultimately their own decision.

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Marketing on a Shoestring

Marketing on a Shoestring Budget, Part 1: We Do the Marketing Legwork So You Can Keep Doing What You Do Best

By Marie Sheahan Brown

Austin owns a foodservice company that supplies organic foods and many other sustainable products to schools, colleges, hospitals, nursing homes, corporations, and others. "We are passionate about the environment and living a healthy, sustainable life," he says.

This time-consuming passion for finding and delivering a range of healthful products doesn't necessarily leave extra hours for Austin and his small staff to research, reach out to, and follow up with new prospective customers in a coordinated, methodical way. Trying to squeeze more work hours into a 24-hour day isn't, well, *healthy or sustainable*.

Enter Small Business Exchange with our Marketing on a Shoestring Budget service.

To do something "on a shoestring budget" means to operate with limited money. A quick Internet search yields no definitive origin of the term, used during at least the past century, but the concept of itinerant peddlers typically selling shoestrings is mentioned by Merriam-Webster. A "shoestring budget" might also mean using what little a person has, to hold things together. Traveling on a "shoestring budget" suggests that those who could not afford transportation would walk many miles to their destinations for commerce or other purposes. Decent walking shoes or boots would be important, as would intact shoestrings to keep laced footwear on the walker's feet.

For Austin's Marketing on a Shoestring Budget campaign, our staff provided several services within our methodical four-step process.

1 Eblasts, Faxes, Direct Mail to Targeted Market

Using Austin's specific criteria, Valerie Voorhies queried our nationwide database of 1.6 million businesses and other entities to identify certain hospitals, schools or school

districts, colleges, and similar institutions in his state. These typically would have foodservice programs. Many of these types of institutions also need and like to do business with certified Disadvantaged Business Enterprises (DBEs) like Austin's company. Valerie's targeted query yielded 76 institutions ranging from fairly small to enormous.

Valerie crafted and Austin approved the text of an email and fax to send to all of these institutions. He also emailed Valerie a copy of his company's attractive one-page flier listing his products, which would accompany the eblast and fax to each prospect.

Nabil Vo, SBE's sales and production manager, used our technology to send the invitation immediately to everyone on the list. Austin chose not to send direct mail this time.

2 Targeted Advertisement in SBE's Print, Email, or Website Media

As part of this marketing campaign, Austin could have placed an identity- and message-reinforcing advertisement in SBE's weekly printed newspaper (monthly in the Northeast), weekly or daily digital newsletter, and/or on a website banner at www.sbenortheast.com.

For this marketing campaign, he opted not to do so; however, in the future, he might consider placing an ad in, for example, an issue of our newspaper focusing on "green" alternatives, which would be mailed to targeted audiences.

3 Live Telephone Follow-Up Calls

Knowing that for varied reasons emails and faxes might not get to the right person, or that the missives might be set aside, SBE took the next customary step.

This is the confident step past the farthest perimeter of many clients' own comfort zones, the step of actually calling people who may or may not be interested in learning about the

goods or services a client is offering. The SBE partner is willing and available, pleasantly and professionally, to cross this long bridge to the unknown on behalf of our client. We do the legwork to find the entities that are receptive to further discussion with the expert, our client.

Marie Sheahan Brown, bid and outreach editor for the Small Business Exchange Northeast newspaper, prepared a script for follow-up calls. Although other live call center staff could have helped with these calls, Marie had time. She also enjoys direct communication to get to know the audience.

From a remote location, she logged into SBE's database and found the list of institutions to which the emails and faxes had been sent. One by one she called each "entity" (our generic term for an agency, business, association, institution, etc.).

Marie discovered that SBE's past interactions with many of these entities had involved large construction projects; hence, the listed contacts did not necessarily include the foodservice manager. Marie called each entity or did an Internet search to identify the exact person who would handle foodservice purchasing.

She spoke personally with many of these people and left voicemail messages for others to introduce Austin's company and its services. Her message as an intermediary was graciously received by those with whom she spoke. Marie then quickly re-emailed the flier with a note asking the person to review the flier and either contact Austin directly, or he would call them if they preferred.

At least two foodservice managers of good-sized institutions showed immediate interest; their dining programs strive to serve healthful organic meals and to use "green" foodservice supplies. Marie notified Austin that these managers wanted him to call with more information.

In SBE's online remote-accessible database, Marie documented the results of each call. She also changed or added information to the entity's

record, immediately updating our extensive diversity B2B database for future reference.

4 Computer-Generated Reports About Prospects' Interest

After this first round of calls, Valerie easily generated and emailed to Austin detailed reports showing the various responses to Marie's contacts. Austin did not ask SBE to re-call the identified prospects, although we often do so for other clients. For all recalls, SBE would generate updated reports of prospects' responses for Austin's review and follow-up.

Small Business Exchange did some legwork for Austin to grow his business.

For this Marketing on a Shoestring Budget campaign, Austin paid a reasonable price for SBE's services. He didn't have to hire and train additional staff or wear out his existing staff. He and his employees saved a great deal of personal time, energy, and expertise better invested in their day-to-day work of passionately procuring and providing green foodservice products.

Beyond the considerable time saved by using SBE's dynamic database and communications services, Marie's follow-up calls and additional research alone saved Austin more than twelve hours and yielded at least two interested prospects.

In the future, Austin might request repeat contact with these prospects, which SBE will do. He also might request some of our additional customized services to help grow his business without wearing out his soles and shoestrings:

- Message/Design Layout
- SBE Print Media Display Ads
- Press Releases
- Site Linking
- Website Hosting
- Web Banners

Watch for descriptions of these services in future editions of Small Business Exchange Northeast, or contact us for more information.

SBE's Basic 4-Step Marketing Process

Eblasts, faxes, or direct mail to potential clients selected from SBE's database by your specific criteria

1.

Telephone follow-up from SBE's live call center

3.

Your company advertisements in SBE Northeast monthly newspaper, weekly or daily digital newsletter, and www.sbenortheast.com

2.

Computer-generated reports about prospects' interest

4.

Contact SBE for details on how Marketing on a Shoestring Budget will turn leads into sales for your business.

SBE Northeast Office
125 Brighton Beach Avenue
Brooklyn, New York 11235
800-800-8534

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Access to Capital



Wells Fargo Extends Technology Banking Division to Northeast

Wells Fargo and Company (NYSE: WFC) is helping drive US innovation by expanding its Silicon Valley-based Technology Banking Division coast to coast. After opening new offices in Boston and Seattle in 2013, the division is planning to expand to New York this year.

"The rapidly expanding technology sector and the wealth around it are driving the country's economic growth," said Eric Houser, a 16-year Wells Fargo Commercial Banking veteran based in Silicon Valley who has been named head of the company's Technology Banking Division, which was established in 1999. "Wells Fargo's focus is to serve clients from start-up to large corporation."

For example, Wells Fargo was an early-stage banking partner and maintains a relationship today with Tesla Motors, the Palo Alto, California, designer and manufacturer of premium electric vehicles founded by Elon Musk. Another growing startup that Wells Fargo has supported since the company's founding is BrightSource Energy, which is currently building the largest solar plant in the world in California's Mojave Desert.

Also among Wells Fargo Technology Banking Division's rapidly growing customers is



PitchBook, an independent research firm for the private equity and venture capital sectors. Founded in 2007 by John Gabbert and headquartered in Seattle, the company now employs 175, opened a New York office, and has quickly become one of the leading information resources for the venture capital and private equity industries, including Wells Fargo as a customer.

"The Technology Banking Division has been a perfect partner for us as we've rapidly grown our company and our base of clients around the globe," said Gabbert. "At PitchBook, we are passionate about innovation, technology, reliability and client service, so it is great to work with Wells Fargo who shares these same core values. They know our industry, they know our business, and they consistently exceed our expectations."

Propelled by growing demand nationwide from a wide range of US technology companies, Wells Fargo Technology Banking Division is divided into four Specialty Groups:

- **Technology** serves companies from inception through commercialization, global expansion, and liquidity. There are subgroups for Start-up Services, Venture Banking, and Middle Market. Key sectors are: software, hardware/networking, semiconductor, internet/digital, media/advertising, and payments.
- **CleanTech** serves businesses that manufacture, market, or develop clean technology products and services.
- **Life Sciences** serves pharmaceutical, medical device, health care information technology, biotech, and diagnostic industries through all stages of growth: from research and development to product launch, commercialization, and global expansion.
- **Venture Fund Services** provides financial solutions for venture capital and private equity funds focused on technology industries.

The Technology Banking Division first focused on Northern California and began expansion into other US markets in 2006. Today, nine Technology Banking Division offices nationwide support those Specialty Groups in five US regions: Northern California/Silicon Valley, Southern California, Southwest, Northwest, and East. California locations include San Francisco, San Jose, Palo Alto, Los Angeles, Orange County, and San Diego. A division office is also located in Austin, Texas, and most recently in Boston and Seattle.

All Technology Banking Division offices provide loan, treasury management, deposit, international financial services, and investment banking—among other services—to a broad range of technology companies, from start-up to middle market.

Wells Fargo Commercial Banking serves middle market businesses with annual sales above \$20 million and is the number one commercial bank in the markets it serves. In addition to Technology Banking, Specialty Banking Divisions include Food and Agribusiness Banking, Specialty Industry Banking, Government and Institutional Banking, and Regional Commercial Banking.

Source: Wells Fargo

How Did the Financial Crisis Affect Small Business Lending in the United States?

Small businesses are a source of economic strength to the nation; they provide economic opportunities to diverse groups of people and bring innovative products and services to the marketplace. As an economic engine, they typically create new jobs, but since the housing bubble burst during 2007–2008 they have struggled to maintain their foothold. Their success depends upon their access to credit, and they rely heavily on depository institutions for their financial needs.

Lax underwriting standards saddled US banks, large and small, with levels of nonperforming loans not seen since the banking crisis of the late 1980s. Anecdotal evidence suggested that small businesses, which largely rely upon banks for credit, were especially hard hit. The purpose of this study is to understand how bank credit, in general, and bank credit to small businesses, in particular, were affected by the financial crisis. This study is part of an evolving discussion among researchers and policymakers. It is one perspective on the issue, and others may have additional views and findings.

Overall Findings

The report shows that the decline in bank lending was far more severe for small businesses than for larger firms. Bank lending to small firms rose from \$308 billion in June 1994 to a peak of \$659 billion in June 2008, but then declined by almost 18 percent to only \$543 billion in June 2011. Bank lending to all firms rose from \$758 billion in 1994 to a peak of \$2.14 trillion in June 2008 and then declined by about 9 percent to \$1.96 trillion as of June 2011.

Highlights

- The analysis showed a significant positive relation between a bank's level of capitalization and business lending, especially lending to small business. In other words, the report supports the position that higher capital standards would improve the availability of credit to US firms, especially to small firms, and it refutes banking industry claims that higher capital standards would reduce business lending and hurt the economy.
- The research showed a significant negative correlation between bank profitability and business lending. Unprofitable banks

tended to increase their lending and their risk exposure so as to exploit the subsidy from their deposit insurance.

- The author compared business lending by banks that received TARP funds (Troubled Assets Relief Program) and those that did not, and found that the decline in bank lending was far more severe to small businesses than to larger firms. For example, total commercial and industrial (C&I) lending declined by 18 percent for large firms versus 20 percent for small firms. Among banks participating in TARP, the decline was even greater; small C&I lending declined by 31 percent and only 10 percent at non-TARP banks over the 2008–2011 period.
- Small business loans from banks receiving TARP funds grew more slowly than those from non-TARP banks (7.0 percent versus 8.4 percent) and their allocation of assets to small business loans actually decreased by 1.9 percent, while those of non-TARP banks increased by 1.9 percent.
- Bank size had a significant negative effect on business lending.
- The study found a significant positive relation between young banks (less than five years old or "*de novo*") and business lending. This new evidence complements existing studies of lending by *de novo* banks and suggests that regulators should enact policies to encourage the formation of new banks as a way to increase business lending.

Scope and Methodology

The 2007 Survey of Business Owners (SBO) and the 1996–2010 Current Population Survey (CPS) are the two sources of data that enabled this study. The analysis of immigrant business finances would not have been possible without the data from the 2007 SBO. Logit regressions are used to determine the probability of entrepreneurship.

Both univariate and multivariate tests were used to show how the financial crisis affected bank lending to small businesses. The study utilizes a fixed-effects regression model that exploits the panel nature of the dataset to explain three different measures of small business lending, which were: (1) change in value of small business loans, (2) change in the ratio of small business loans to total assets, and (3) the natural logarithm of the dollar

value of small business loans. Several control variables were used, including financial health variables (asset quality, earnings, total equity), bank size, and amount of outstanding loans.

This report was peer-reviewed consistent with Advocacy's data quality guidelines. More information on this process can be obtained by contacting the director of economic research by email at advocacy@sba.gov or by phone at 202-205-6533.

Additional Information

This report is available on the Office of Advocacy's website at www.sba.gov/advocacy/7540. To receive email notices of new Advocacy research, news releases, regulatory communications, publications, and the latest issue of *The Small Business Advocate* newsletter, visit www.sba.gov/updates and subscribe to the Small Business Regulation and Research Listservs.

This report was developed under a contract with the Small Business Administration, Office of Advocacy, and contains information and analysis that was reviewed and edited by officials of the Office of Advocacy. However, the final conclusions of the report do not necessarily reflect the views of the Office of Advocacy.

Website: <http://www.sba.gov/advocacy/7540/361941>

Source: SBA Office of Advocacy





Goals and Preferences with the Port of NY&NJ

Editor's note: This article consists of information provided on the website of the Port Authority of New York and New Jersey. It is a clear, thorough description of the diversity goals, preferences, and procedures of a major public entity. It details practical applications of public policy decisions made at various levels of government during the past few decades.

Each year, hundreds of certified minority-owned, woman-owned, small, and disadvantaged business enterprises (M/W/S/DBEs) play a major role in Port Authority operations—delivering critical services and products that fuel the world's largest airport system; the East Coast's biggest seaport; and the region's most active tunnels, bridges, terminals, and rapid-transit system, PATH.

Now more than ever before, the Port Authority of New York and New Jersey needs



regional businesses to help it complete a multitude of multimillion-dollar public works projects, including:

- Continued development of the World Trade Center site
- New PATH rail cars and signal system
- Port Jersey-Port Authority Marine Terminal redevelopment and channel-deepening program for the Port of New York and New Jersey
- Advancement of JFK flight delay reduction program
- Planning for the redevelopment of Newark Liberty International Airport Terminal A and the continued development of Terminal B
- Development of the Central Terminal Building at LaGuardia Airport and Delta's terminal redevelopment at John F. Kennedy
- International Airport Stewart International Airport modernization
- AirTrain overhaul at Newark Liberty International Airport
- Planning efforts at the Bayonne Bridge and at the Goethals Bridge Modernization Program

To participate in our supplier diversity programs, your business must first be certified by the Port Authority of New York and New Jersey and then registered with our Procurement Department. Certification is a process that ensures that a company is owned and controlled by a member of a minority group or a woman or is a small business enterprise.

Once you've completed your vendor registration, your company will receive solicitations for Port Authority contracting opportunities. Once certified, your company will be able to benefit from our set-aside, price preference, and subcontracting programs and have access to a full complement of business-assistance programs. Because many public agencies and private organizations recognize our certification, we have opened the door for Port Authority-certified firms to access billions of dollars in contracting opportunities throughout the region.

At the Port Authority, we believe that our operations should reflect our community and that minority, women-owned, and small businesses can provide us with unique perspectives that benefit our agency. Our goal is to award 12 percent of contracts to minority businesses and 5 percent of contracts to women-owned

Policy Issues

businesses. We also encourage our business partners to adopt our 12 percent, 5 percent goal.

Over the last five years, this commitment to the region's businesses has created nearly \$2 billion in regional economic activity, \$1.2 billion in awards, more than 10,500 new jobs, and \$507 million in wages.

Eligible businesses can apply to be certified as one of the following and, once registered, will receive contract solicitations with the Port Authority:

Minority Business Enterprise (MBE)

Your business must be at least 51 percent owned by, or, in the case of a publicly owned business, at least 51 percent of the stock must be owned by citizens or permanent resident aliens, and the management and daily business operations must be controlled by one or more of such individuals who meet the following ethnic definitions: Black, Hispanic, Asian-Pacific, Asian-Indian, or Native American.

Women-Owned Business Enterprise (WBE)

If your business is at least 51 percent owned by citizens or permanent resident aliens who are women and whose management and daily business operations are controlled by women, your firm may qualify for this certification. In the case of a publicly owned business, the requirement is that at least 51 percent of the stock be women-owned.

Small Business Enterprise (SBE)

Businesses certified in this category must have a principal place of business in either New York or New Jersey, must have operated that specific type of business for at least three years, and cannot exceed certain average income limitations utilizing gross revenues for the last three fiscal years established by the United States Small Business Administration. The limitations are:

Construction—\$14 million
Architecture and Engineering—\$4.5 million
Landscape Architectural Services—\$7 million
Marine Engineering and
Naval Architecture—\$18.5 million
Janitorial Maintenance—\$16.5 million
Unarmed Guard Service—\$18.5 million
Financial Services—\$7 million
Commodity Services—\$7 million

Disadvantaged Business Enterprise (DBE)

Firms that are at least 51 percent owned and controlled by one or more socially and economically disadvantaged individuals, or, in the case of a publicly owned business, at least 51 percent of the stock is owned by one or more socially and economically disadvantaged individuals; and whose management and daily business operations are controlled by one or more of such individuals.

Socially and economically disadvantaged individuals are citizens or lawful, permanent residents of the United States and are ethnically defined as Black, Hispanic, Portuguese, Spanish, Asian-Pacific, Asian-Indian, Native American, or who are women—regardless of race or ethnicity—and members of other groups found to be economically and socially disadvantaged by the US Department of Transportation or by the US Small Business Administration.

To receive solicitations to bid on the Port Authority's contracts, you must first register your business and create a vendor profile so that your firm is included in a vendor database organized by the type of product or service you select. As the need arises, a Port Authority buyer can contact appropriate firms from the appropriate bid lists. When a firm, certified or otherwise, submits the lowest responsive bid, the Port Authority reviews that firm's qualifications to perform that specific contract.

The Port Authority satisfies most of its purchasing needs through competitive bidding

procedures. Contracts are awarded to the lowest responsive bidder or highest qualified proposer. Purchases may be made according to other accepted, efficient practices when this is in the best interest of the agency.

As an M/W/S/DBE vendor, you may qualify to participate in the following programs:

Set-Aside Program

The Port Authority reserves certain contracts for construction, supplies, equipment, and operations services to be bid out only to New York- or New Jersey-based, Port Authority-certified M/W/S/DBEs, that are registered with the agency's vendor database. This enables firms to compete for significant contracts in a limited, competitive environment.

Vendor Price Preference Program

On selected bid commodity and service contracts, a price preference may be offered to New York- or New Jersey-based Port Authority-certified M/W/S/DBEs. On those bids, a business may be awarded the purchase order even though their bid exceeds the lowest bid by up to 10 percent for M/WBES, or 5 percent for SBEs.

Subcontracting Program

Many Port Authority contracts provide for good faith subcontracting opportunities to Port Authority-certified M/W/S/DBEs. As a certified M/W/S/DBE registered in our vendor database, your firm's name will be made available to other contractors or vendors who, to meet M/W/S/DBE subcontracting goals, may invite you to participate with them as a subcontractor on their Port Authority contracts.

Cooperation . . .

Continued from page 7

this farmer from decent work and available land, the laws would need fixing.

Parables invite many interpretations. In factories, construction sites, and other settings, human history proves the value of labor unions and laws to protect workers from abuse and inadequate pay. But, as is ever the case with human institutions, communities must remain vigilant lest laws and practices degenerate into other injustices.

In 2013, Harry C. Alford, president and CEO of the National Black Chamber of Commerce, testified about Project Labor Agreements before the US Commission for Civil Rights. "A Project Labor Agreement is between an owner of a specific construction project and applicable labor unions [in which] union rules must be followed from the beginning to end of the project. . . . Ninety-eight percent of black and Hispanic construction companies are non-union shops. Thus, a Project Labor Agreement greatly limits the opportunities for black and Hispanic firms whenever they are used. The possibility of black and Hispanic labor is greatly suppressed also."

Ethical businesses that pay and treat their employees well while providing good services and products to their customers do exist today in America. Employees with strong work ethics and integrity appreciate employers who value them as well as their services. Elected legislators can evaluate and improve laws to benefit all.

Lean in, lean together.

**An example of public agency goals and preferences:
PA of NY & NJ has a goal to award MBE 12%, WBE 5% of its contracts**

Route US 1 & 9 (Pulaski Skyway) Contract 4 Deck Replacement

NJDOT Contract No: 051123260

Town of Kearny, City of Jersey City, City of Newark
Bid Date: 2/27/14 • Duration: 6/20/16

INVITATION TO BID

Project Goal: SBE 12%



PROJECT DETAILS

Schiavone Construction Co. LLC is bidding this project and is soliciting your participation in preparation of its bid. We are interested in receiving quotes from Subcontractors and Vendors in work items in the following categories:

Field Office Trailer	Foundation
Inlets and Scuppers	Excavation
Concrete Washout System	Rebar—SS and Galvanized
Oil-Water Separator	Rebar Subcontractor
Erosion Control Sediment Removal	Precast Lightweight Concrete Deck Panels
Traffic Devices—Cones, Crash Cushions	Structural Steel
Traffic Signs, Traffic Control Equipment (Message Signs)	Repair of Structural Steel
Construction Signs	Concrete Bridge Deck, HPC
Overhead Sign Supports	Precast Exodermic Bridge Deck System, Lightweight
Traffic Striping	Beam Jacking
Temporary Pavement Markings	Fiberglass Pipe 8" and 12"
HMA Patch	Aluminum Railing, Bridge, 5'6" High
Emergency Towing Service	Steel Bridge Railing, Two and Three Rail
Real-Time Work Zone Traffic System	Chain Link Fence
Clearing Site	Concrete Barrier
Testing	Polyester Polymer Concrete Overlay
Asphalt, Milling and Paving	Lead Removal, Painting, Shielding
RCP	Miscellaneous Stone
Cleaning of Existing Pipe	Thrie Beam Guide Rail, Bridge
Landscape	Beam Guide Rail and Rub Rail
Beam Guide Rail and Rub Rail	Porta Johns
Electrical Subcontractor	Computers and Office Supplies
Hydro Demolition	Demo and Sawcutting
Trucking	

All Subcontractors and Vendors must review the Contract Plans and Drawings to ascertain the scope of work. Please acknowledge on your proposal all Addenda, Union or Non-Union, Proposal is in accordance with: The 2007 Standard Specifications for Road and Bridge Construction, of the New Jersey Department of Transportation as amended herein will govern the construction of this Project and Special Provisions 1-257. Note Page 16 of 185 Use of Foreign Steel.

Schiavone Construction Co. LLC
150 Meadowlands Parkway • Secaucus, NJ 07094
Phone: 201-867-5070 • Fax: 201-866-6132



Connections

Goals and Preferences with the Port of NY&NJ . . .

Continued from page 7

The Port Authority predominantly purchases goods and services through competitive bidding procedures. Contracts are mostly awarded to the lowest responsive bidder or highest rated proposer. Purchases may be made according to other accepted, efficient practices when this is in the best interest of the agency. Please note that to participate in our bidding programs for M/W/SBEs, you must first be certified and registered in the agency's vendor database as an M/W/SBE vendor.

Goods and Services Contracting

Eligible qualified businesses that are certified and registered may be able to participate in the following programs.

Set-Aside Program

The Port Authority reserves certain contracts to be bid out only to New York or New Jersey based Port Authority-certified M/WBES or SBEs. This enables firms to compete for significant contracts in a limited, competitive environment.

Vendor Price Preference Program

On selected bid commodity and service contracts, a price preference may be offered to New York- or New Jersey-based Port Authority-certified M/W/SBEs. On those bids, a business may be awarded the purchase order even though their bid exceeds the lowest bid by up to 10 percent for M/WBES, or 5 percent for SBEs.

Subcontracting

If you are certified with the Port Authority as a M/W/S/DBE, you may participate in several unique programs designed to foster opportunities for you to compete for the Port Authority's construction contracts.

Companies seeking M/W/SBE certification under the Construction Program need to complete a Construction Reference Sheet for each specialty they perform. They are prequalified by the Engineering Department based on references submitted and are categorized by trade; size of contract (e.g., contracts with estimated total costs less than \$500,000, \$500,000 to

\$1.5 million, and greater than \$1.5 million); and the state in which the firm's business is located. This information is used to determine who will be solicited for each contract.

If a company is already M/W/SBE certified and prequalified in a category and dollar range, it may at any time submit a Construction Reference Sheet to the Office of Business and Job Opportunity to update the category(-ies) or dollar range status.

Each year, a forecast of construction contracts is published in a continuing effort to encourage participation in the Port Authority's procurement of construction services. This forecast identifies contracts to be publicly advertised, as well as set aside to M/W/SBEs. This guide is an invaluable resource in understanding Port Authority construction contract procedures.

Construction Contracting Set-Aside Program

Most construction contracts valued at less than \$500,000 are considered for M/WBE solicitation under this program, and certain contracts valued at \$500,000 or more may be set aside for bidding by certified M/WBE and SBE contractors with experience on contracts in the same estimated dollar range. Certain contracts over \$1 million may also be set aside for bidding by select lists of pre-certified and pre-qualified M/W/SBEs.

This program enables vendors to compete with firms of similar size and expertise in a limited, yet competitive environment. Contract document fees are waived for all contracts included in this program.

Note: Bid bonds and Performance and Payment bonds are not required for contracts under \$1,000,000 on set-aside or publicly advertised contracts.

MBE/WBE and DBE Subcontracting Programs

The Port Authority enters into contracts with "prime" contractors to ensure a single entity is responsible for its work. However, the Port Authority does set good faith M/WBE subcontracting goals on a contract-by-contract basis for most of its publicly bid contracts valued in excess of \$500,000. The Office of Business and Job Opportunity provides a listing of M/WBES to all bidders on these contracts.

The Port Authority also administers a

Disadvantaged Business Enterprise (DBE) program that promotes participation of such firms in federally funded projects and airport concessions.

Quick Bid Program

The Quick Bid Program is another opportunity for M/WBE companies to compete for Port Authority construction contracts in a limited competitive environment. Quick Bid contracts are for small construction contracts that are estimated not to exceed \$500,000 in total cost. When a contract is identified for inclusion in this program, staff will solicit bids from a set-aside list of M/WBE or SBE contractors qualified to perform work in the category(-ies) represented by the contracts. This program is designed to shorten the time it takes to award small contracts or general work.

Contracts prepared under the M/W/SBE Set-Aside Program may contain provisions to pay the contractor twice a month to further assist smaller firms in meeting their payrolls.

Professional and Technical Advisory Services

When the Port Authority's workload demands require retention of external professional, technical, and advisory service firms to supplement in-house capabilities, it typically relies upon a publicly advertised solicitation process. All such advertisements appear on the Authority's website.

Once at this location, select the "Professional Services" tab to view a complete list of current advertisements. The list changes often and should be monitored daily for both new solicitations and for addenda to current solicitations.

If your firm provides professional architectural, engineering, and related technical services, you are also encouraged to complete a copy of the Engineering Department's "Professional Service Firm Questionnaire." The General Instruction link

within the questionnaire provides information about completing the forms online, and related inquiries.

Airport Concessionaires and Retailers

The Port Authority has a program to ensure that you have access to concessions and retail opportunities at various Port Authority facilities. Companies interested in operating newsstands, duty-free stores, food and beverage establishments, gift shops, and other retail stores at Port Authority facilities must have appropriate capitalization and significant experience in the business they are proposing.

Janitorial Maintenance SBE Program

The Janitorial Maintenance Small Business Enterprise Program provides Port Authority-certified JM/SBEs the opportunity to compete for janitorial service contracts with companies of similar size and scope. Once certified as a JM/SBE, vendors must participate in a prequalification process to determine the firm's eligibility to bid or submit proposals.

Source: Port Authority of New York and New Jersey



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New York, New York 10011



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Subscription Options

- \$60 1 year subscription to SBE Northeast newspaper with bid notices
- \$50 1 year subscription to bid notices sent by fax
- \$45 1 year subscription to bid notices sent by email OR by online access

We will send to you a list of trade sub-categories from which to choose.

Please send me bid updates by:

- Internet (we will email login information)
- Fax
- Email

In the general category:

- Construction
- Business Services
- Professional Services
- Commodities

Use up to three keywords for bid selection:

My company will work in these locations:

Company Name: _____

Contact: _____

Address: _____

City/State/Zip: _____

Phone: _____ Fax: _____

Email: _____

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2014

High-Speed Rail Summit 2014
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Business and political leaders will come together with the world's top experts to bring high speed rail to America. Highlighted speakers: Karen Hedlund, Deputy Administrator, Federal Railroad Administration; US Congresswoman Sheila Jackson Lee; US Congressman Henry Cuellar; US Congressman John Mica; Beverley Swain-Staley, President and CEO, Union Station Redevelopment Corporation; Felix Leinemann, Transport Counselor, European Union; Takis Salpeas, Senior Vice President and Director, Global Rail-Parsons.

SBA-U: Spotlight Matchmaker: LP Ciminelli Contracting Opportunities for Your Business

Wednesday, February 5, 2014, 8:30–10:30 am
130 South Elmwood Avenue, Buffalo, NY 14202
Sponsor: Small Business Administration (SBA)
Contact: Greg Lindberg

Free
LP Ciminelli provides high-quality, value-added solutions ranging from traditional commercial construction to turnkey project development.

Training and Webinar: Understanding the Ins and Outs of Funding Your Small Business

Thursday, February 6, 2014, 12:15–1:15 pm
130 South Elmwood Avenue, Buffalo, NY 14202
Sponsor: Small Business Administration (SBA)
Contact: Kelly LoTempio

Free
SBA is teaming up with AARP to bring senior entrepreneurs great business insight over the next few months. Join us to get information to help make your business a success. Small business owners can learn about tips for funding their business.

SBA-U: Leading vs. Managing Your Small Business
Tuesday, February 25, 2014, 3:00–4:30 p.m.

1150 Pittsford-Victor Road, Basin Park Financial Center, Rochester, NY 14534
Sponsor: Small Business Administration (SBA)
Contact: Tammi Bennett

Free
Seminar for small businesses interested in learning how to lead versus manage your business into its next level of growth.